

CITIZENSHIP PARTICIPATION DEPARTMENT

Organizational Conference
North Unit Educational Center - La Paz
August 19-21, 1976

Participants: Mack Lyons, Dianna Lyons, Michael Linfield, Cesar E. Chavez, Crosby Milne, Madeline Pitt, Alex Beauchamp, Paul Hammond, Pete Velasco, Eliseo Medina, Mary Ann Coffee, Dolores Huerta, Dolores Velasco, S. Jeannine Reynolds (Notes)

An introduction was given by Cesar as to the purpose of having an organizational conference for the Citizenship Participation Department. Besides being involved in organizing workers, having strikes, getting contracts, the Union has to be involved in something other than that to protect the contracts the Union gains from its struggle; namely, political activity.

Came up with the idea to let the workers contribute money to the fund to do civic work as well as political work. The workers could take one holiday and make it a Sunday. The employer would pay the holiday to the Union fund provided the workers sign an authorization card. The pay would equal the rate the worker was making during that week for one day.

The Citizenship Participation deals with legislation, voter registration-- it is a very broad thing. It means getting involved in elections; recalling legislators and public officials who are not performing; getting people interested in the local political activity. Have to think in terms of legislation in Sacramento, Florida and Washington. There are a lot of people who are not voters because they are not citizens. We must equip them with the power to vote. Politicians want us to endorse them--not only in California but also in other cities as well. We have to be involved in telling where funds come from to protect the Union; to make sure the Union is following the law.

Since February, when the Executive Board decided to structure the Union, it assigned specific tasks to the leadership. There are only two departments left to be structurally organized. Want to give more authority to more people to do things. Have to find out if we all mean the same thing.

Have to get down to the question of how we are going to get the worker involved. At every ranch there should be someone involved in politics. He must know what is going on.

Crosby pointed out the importance of each human being recognizing that he is a creator. Second is to recognize that you are a unique creator. There has never been any Dolores nor will there be another one. Each of us is totally unique and we can create. In terms of how society functions, individuals are indispensable.

Talk about goals, strategies, objectives, functions--begin to look at how they may be grouped. It is important what kind of mental images we get. Have to use words the same way. Only important thing is that whatever the group is doing, it is done the same way. A goal is in terms of something we are working toward. A SAM (specific, attainable, measureable) objective happens within a specific time span and it is measureable. Many supporting events have to take place.

Now we are going to talk about the Union or Movement; later go through the process again in terms of the Citizenship Participation Department.

GOALS OF UNION:

- .screw Teamsters
- .better life for farm workers
- .decent wages
- .remove fear
- .to sign contracts
- .national AIRA
- .clean toilets in the fields
- .building a national/international Union
- .better health care
- .better distribution of food
- .better housing
- .education for our children
- .undivide community
- .control over our own lives
- .wipe out bad politicians
- .dignity
- .cultivate good politicians
 - grow our own
- .be self-sufficient
- .create a respected image for agricultural labor
- .create a respected image for agricultural labor
- .form land cooperatives
- .end consumerism among workers
- .raise our own consciousness
- .build economic power
- .build our own banks
- .political voting rights for everyone
- .organize farm workers
- .better life for working poor
- .better laws for everybody
- .teach people how to use their power for good
- .control of use of pesticides
- .sanitary drinking water
- .safe transportation
- .more fringe benefits
- .job security
- .agricultural co-ops
- .pooling of resources of poor
- .end child labor
- .eliminate racism, sexism and poverty
- .end labor contractors
- .repeal IAB and right-to-work laws
- .teach everyone how to report on Prop9
- .land reform
- .elect our own president
- .get ourselves organized well enough on the inside so we can organize on the outside
- .develop leadership
- .take over Farm Bureau
- .dignity of the worker
- .raise our own doctors
- .collective bargaining rights
- .enlarge our own power base
- .make every worker a political activist
- .elect mayor of Delano

AREAS OF GOALS:

- .economic
- .social
- .ethical
- .familial
- .survival
- .biological
- .recreational
- .organizational
- .cultural
- .political
- .philosophical
- .personal
- .educational
- .health
- .physical
- .facilities/structural
- .agricultural/LaPaz Model

From attending workshops and conducting them, Crosby found out that an important thing came from the Legal workshop. They were creating a power base. Building a power base was a facilitating goal to help bring about a number of things. Some organizations have power as the basic goal. Difference with us is that it is a facilitating goal. Basic goals have to do with people; facilitating goals have to do with things.

BASIC:

- .eliminate poverty
- .decent living conditions
- .social justice
- .spread doctrine of non violence
- .decent wages
- .end child labor
- .make people strong/self confident
- .educating parents/children
- .teach F/W to be good sailors

FACILITATING:

- .power
- .register people to vote
- .divide up land
- .educating politicians
- .boycott
- .lawsuits
- .training
- .understanding goals--facilitating and basic
- .lobbying
- .El Malcriado
- .organizational conferences
- .recognizing asshole politicians
- .typing/filing
- .get rid of bad politicians
- .fight repressive laws
- .workers' contributions
- .signing contracts
- .good laws
- .recall
- .union
- .demonstrations
- .recruiting
- .fund raising
- .sit-ins
- .Huelga School
- .organizing F/W
- .recruiting good staff

Strategies deal with method to reach a goal.

STRATEGIES:

- .boycott
- .strike
- .praying
- .fasting
- .singing
- .letter writing
- .bumper stickering
- .house meeting
- .organizing
- .saving
- .phoning
- .driving
- .picketing
- .suing
- .scheming
- .lobbying
- .marching
- .billboarding
- .negotiating
- .vigils
- .leafletting
- .campaigning
- .rallying
- .spending
- .conventioning
- .endorsing
- .legislating
- .voting
- .sense of humor
- .conferencing

SAM OBJECTIVES: (Specific, attainable, measureable) First run without grouping according to divisions.

- .Pass Prop 14 on November 2, 1976
- .Have successful convention September 5, 1976
- .Get CPD organized by Saturday noon, August 21, 1976
- .Recruit 300 organizers by October 1, 1976
- .Get phone working in CPD office by August 23, 1976
- .Get three working typewriters in CPD by Monday, August 23, 1976
- .Get bussing campaign for Prop 14 - 50 passenger - by October 1, 1976
- .Get Prop 9 report in order by September 24, 1976
- .Have supplemental report to prior report by September 1, 1976 with all information correct and in balance
- .By September 10, 1976 have all cost centers audited
- .By October 22, 1976, raise \$34,000 from Field Offices for Prop 14
- .Get procedures on income and expense out by September 24, 1976
- .Recruit 135 Chicanos for Initiative

GOALS FOR CITIZENSHIP PARTICIPATION DEPARTMENT:

- .Pass good laws and kill bad ones
- .elect good politicians
- .educate farm workers about CPD
- .educate farm workers about politics
- .pass laws that will help the Union--tax on growers; banking; clinics; land distribution
- .set up farm worker political committees
- .voting rights for everyone
- .have good lobbyists
- .build political muscle
- .know how to use political muscle

STRATEGIES OF CPD:

- .voter registration
- .make workers citizens
- .make non-citizens voters
- .lobbying
- .voter registration
- .voter education
- .legislative analysis
- .activate non-voters to pass on 14
- .develop (run) our own candidates
- .take offensive
- .initiate laws
- .publicize unjust laws
- .repeal bad laws/politicians
- .fund raising
- .unite with other political action

SAM OBJECTIVES OF CPD:

- .organize politicians to endorse Prop 14
- .pass Prop 14
- .pass Humphrey-Hawkins Bill
- .defeat SB-1
- .have successful convention
- .1,000 delegates
- .have 5,000 participants
- .run Ford off the road
- .organize enough staff to do the work
- .develop action nationwide
- .have short meetings

GOALS OF CPD:

- .train staff
- .organize staff
- .get all farm workers to participate
- .workers' responsibility to the Union
- .revise Prop 9
- .accounting system
- .good system for dealing with junk mail
- .political education
- .build unified ranch communities
- .analyze laws which have to do with health care/housing
- .structure department
- .ranch community education
- .Union staff education on CPD
- .help map out political future
- .better way of getting contributions (another way)
- .revise Federal Election Campaign Act
- .lay groundwork for organizing in other states
- .get involved in the communities
- .develop good political newsletter
- .amend the minimum wage law to treat farm workers like other workers

AREAS OF GOALS OF CPD:

- . legislative
- . citizenship participation
- . political education
- . community issues
- . administration and reporting
- . protective legislation for Union
- . voter registration
- . legislators education
- . recognizing good politicians
- . national political issues
- . developing our own candidates
- . Citizenship Participation Day Contributions
- . research and legislative analysis
- . build leadership
- . Union membership involvement
- . elections
- . helping to elect good candidates
- . lobbying
- . local community political issues
- . international political issues

BASIC CPD GOALS:

- . education
- . make sure we have laws we need
- . organize farm worker political groups
- . pass Prop 14
- . develop farm worker leadership
- . voter registration
- . becoming a recognized political force

FACILITATING GOALS:

- . fund raising
- . recruiting staff
- . elect good politicians and defeat bad ones
- . lobbying and legislative analysis
- . demonstrations
- . training staff
- . pass Prop 14
- . organize CPD department
- . drafting legislative proposals

Determiners---people (senators and assemblymen) who are influenced by people. Have to get enough determiners positive to make certain steps take place. Someone has to write a set of words (law). Identify detectable things you want to make happen and deal with what the determiners are to making that event happen in terms of people. What are the positive things you want to make occur?

Next we took the Basic Goals of the Union; related them to the Basic Goals of CPD; and wrote Sam Objectives which could help accomplish these goals.

BASIC GOALS OF UFW:

- . improve working conditions for farm workers
- . improve living conditions for farm workers and families in the home
- . improve living conditions for farm workers and family in community



BASIC GOALS OF CPD:

In Union - to improve working conditions of farm workers. What would be basic goal of CPD to support the Union goal?

- .pass Prop 14
- .pesticides legislation
- .unemployment insurance
- .raise disability
- .eliminate labor contractor
- .collective bargaining for farm workers outside California
- .enforcement of legislation already on the books
- .good local officials to enforce the law
- .eliminate sexism and racism
- .fight immigration discrimination
- .change workers compensation law in California
- .industrial safety
- .minimum wage
- .change immigration and citizenship laws
- .protect farm workers civic rights
- .public awareness of all the above
- .research growers' welfare laws (repeal them)
- .exploit bad laws and discriminatory enforcement in the press to help pass good ones
- .get members involved



Then we linked basic goals of UFW to CPD to the following Sam Objectives

SAM OBJECTIVES

- .pass Prop 14
- .write proposal for law re agricultural health and safety
- .write proposal for new Federal Agricultural Health and Safety Law
- .pass HB 3095 in Florida by 6/4/77
- .write a proposal for new state workers compensation law
- .write proposal for new Federal Workers Comp Law
- .disability increase
- .file discrimination suit

FUNCTIONS OF CPD:

- .lobbying
- .drafting legislative proposals
- .federal reporting
- .organizing other organizations
- .politicizing membership
- .fund raising
- .mass letter writing
- .political education of membership
- .developing political educ. materials
 - for legislators
 - for members
 - for Union staff and entities (intra Union - inter Union)
- .political materials
- .protect workers' rights
- .training members how to wield political power
- .endorsing and helping other political movements
- .legislative research
- .typing
- .receiving political mail
- .filing
- .public speaking
- .budgets
- .organizing community political base
- .economic and public interest research
- .keeping all Union staff informed
- .record keeping
- .publishing political newsletter and press releases
- .educate workers
- .analyzing opposition to proposals
- .responding to other groups' legislative program

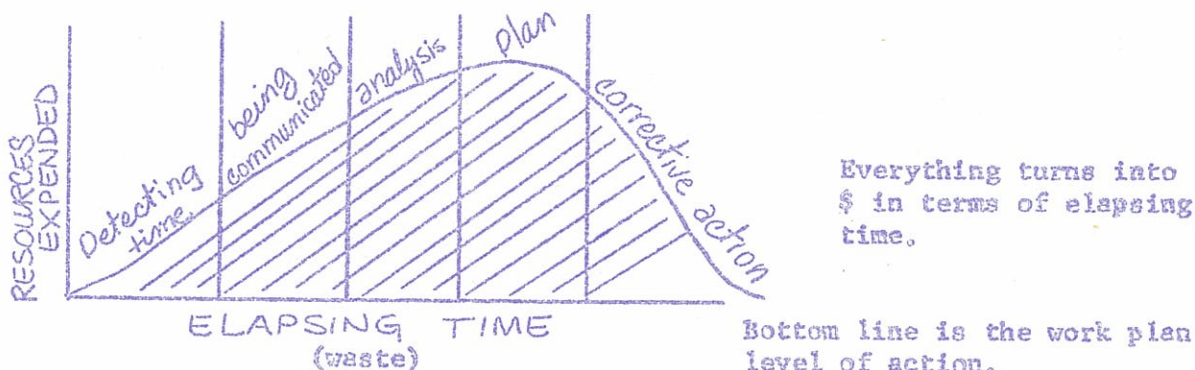
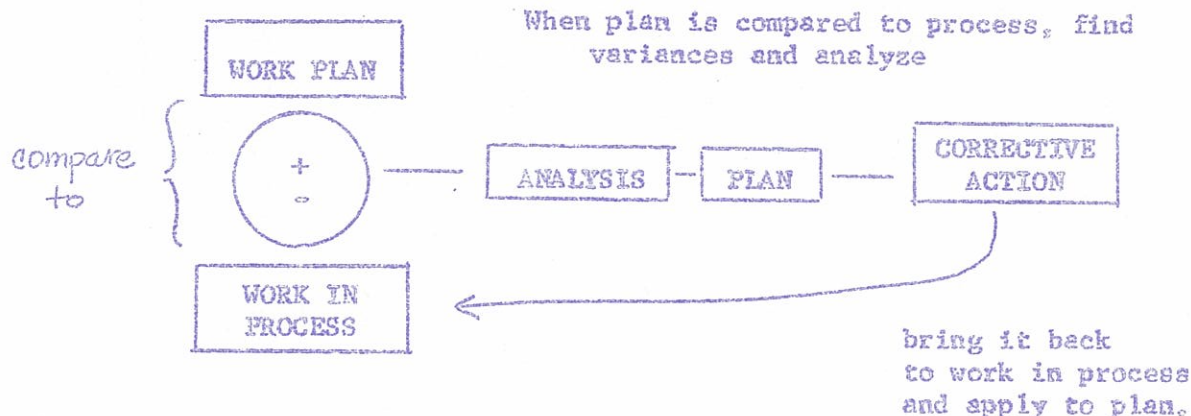
Functions of CPD - continued:

- .establish Union/worker/grower good relations
- .teach selves how to be effective politically
- .analyze politicians' political games
- .develop our own political program
 - research - analysis -drafting - coordinating with other Union entities/FW
 - get input on priorities and what is needed/FW
 - apply goals of Union
- .develop 5-year plan
- .find out what you're doing
- .start looking for staff

GROUPING OF CPD FUNCTIONS: How do these functions fall into grouping?
We are leading to an overall organization chart. Get some sorts of grouping to begin that thought process.

- | | |
|---|--|
| .administrative | .lobbying and legislation - state |
| .lobbying and legislation - national | .community-based groups |
| .research | .drafting legislation |
| .political educ. of members/others | .developing materials |
| .public relations | .media |
| .bookkeeping and accounting
(financial management) | .state and federal reporting & regulations |
| .elections and campaigns | .planning/strategizing |
| .legislative analysis | -offensive/defensive |
| .planning | -long-range planning |
| .planting | .sowing |
| .plowing | .fertilizing |
| .watering | .reaping |
| .picking | |

DETECTING TIME CONCEPT: The Industrial Revolution dealt with efficiency. The methods of doing things and how to position work so people could get things done more quickly and efficiently was concentrated on. Had to do with creating jobs that were sub-human. We are primarily involved in a management revolution. It deals with effectivity. You can be 100% efficient and "0" effective. You can become very efficient at doing something that is not serving any useful purpose and which no one wants done. A well managed organization in industry today is maybe 20% effective. What you are involved in all the way through the movement is becoming more effective. Part of becoming effective deals with elapsing time. Difference between the Industrial Revolution of efficiency vs. effectivity deals with elapsing time. Efficiency deals with applied time--how many hours a person spends in performing a particular task. Management revolution deals with elapsing time as well. Personal contact is more important than good equipment. Cutting down everything is saving time.



Elapsing time--All the old industrial engineering handbooks said we would make a work plan. This would be the engineering standards. Then there is work in process going on or work done and looked at later. A comparison is made. Look at the work plan and the work done and there is either a plus or minus; faster or slower. Compare the plan to what is in process. Make some kind of analysis so that a decision can be made on some sort of corrective action. This applies back to where the work is going on.

Work goes along and then goes astray. There is some kind of tolerance level point at which somebody says this is messed up. From that point to where somebody yells is detecting time. Things keep on getting messed up while it is being communicated. Then it begins to level out a little because it is communicated. Somebody makes an analysis and that takes a little while. Somebody still has to make a decision. Finally some kind of corrective action is taken and the work gets done.

Authority is given only if authority is also given to make a mistake. If you cut down detecting time and communicating time, all the waste is avoided. Crucial is detecting time. Elapsing time is as important to recognize as applied time.

RESOURCES:

- .hours applied
- .facilities
- .money
- .tech data
- job description
- .machines
- .materials applied
- .elapsing time

Resources get applied to something. Resources are applied to things that come in to condition and configuration.

Every place we make things happen we are changing condition and configuration. Part of the thing is to actually visualize one condition and visualize what it would look like if it was changed. People can visualize what they want to create.

Management by exception is inefficient. Causing-action management means you do not wait until things happen. Exception management--going to work every day and hoping too many things don't happen which you cannot deal with (exceptions). The question is: What are specific conditions and configurations that are going to be changed and what are resources that are going to be applied to activities in order to change those conditions and configurations. It is an on-going kind of expenditure; resources are being spent all the time. Resources are hours applied (people).

Have to recognize all sorts of things we are managing. There is something we are trying to change. Decide not just a lot of activities but how are we really going to make it take place. What is the elapsing time I can apply? At one time part of the plan was to take a lot of time. But at a different point in time, you can speed up that process. At what point in time are we going to be able to have national legislation and to do something for the farm workers? Make a comparison against the work you are trying to get done. Work done and work planned--real measurement of production falls into the basic goals of living conditions and working conditions of the farm workers and their families. You can have production from your activities, but if you have a lot of laws and none of them are funded, this is not good. Our effectiveness will be determined by how well we learn how to detect, communicate and make necessary decisions. It is also important in order to increase productivity to plan well the positioning of people.

IDEAS REGARDING CPD:

- study on growers' strategy in fight against our union
 - .past / .now / .in future
- study our own strategy
 - .past / .now / .in future
- study other groups political operations (friends and opposition)
 - .what worked / .effectivity / .structure of it
- cover every assembly district in the state with some kind of political machine
- something about mechanization issue in agriculture
 - .legislation
- set up political structure / organization in every boycott city
- where will CPD be located geographically
- set up farm worker media clip service (free)
- management wheel
- historian
- political education column
- organize and really know every legislator
- communication to workers what is going on politically
- other ways to raise funds for political purposes

- .Chicano and Puerto Rican dances as fund source
- .educate farm workers to contribute money for justice
- .find out people/hour peaks
- .analysis of money lost by not doing education regarding farm workers and CPD
- .analyze migrant streams regarding voter registration potential
- .tie in to AFL-CIO voter registration (also other organizations)
- .research voter registration in other states
- .research legislature in other states re support
- .develop workers' interest politically

A BASIC GOAL OF UFW:

- .improve working conditions for farm workers on the job

SUPPORTING BASIC GOALS OF CPD:

- .effect (secure) functioning collective bargaining law for F/W that is just
- .neutralize political opposition
- .passing legislation controlling pesticides with penalties
- .elect friendly legislators

SUPPORTING SAM OBJECTIVES OF CPD:

- .Pass Prop 14
 - getting lot of endorsements
- .raise \$ to pass Prop 14
- .create a lot of local and worker awareness
- .registering people to vote
- .getting out accounting procedures for expenses and income
- .drafting legislation
- .identifying determiners in Legislature
- .identify legislation needed
- .lobbying determiners
- .getting membership involved

* * *

A BASIC GOAL OF UFW:

- .improve living conditions for farm workers and families in home

SUPPORTING BASIC GOAL OF CPD:

- .get municipal services equal distribution on F/W side of town
- .get decent city and county officials elected
- .get F/W involved in local issues
- .consumer cooperatives
- .develop political awareness
- .organize local community group and teach how to use their power
- .stop rip off of farm worker as consumer
- .good endorsing
- .improved medical facilities

SUPPORTING SAM OBJECTIVES OF CPD:

- .voter registration in specific communities during specific times
- .make specific demand in specific community for equal services; if fail, file discrimination suit
- .analyze local, city and county ordinances--specific area, time--identify and document discriminatory practices

GROUPING FUNCTIONS:

-Administration

- .budgets
- .legal
- .mailing
- .coord. between different branches of CPD
- .schedules
- .workers (members & non-members)
- .record keeping, filing, accounting
- .typing
- .Prop 9 reporting (FPPA)
- .correspondence
- .FECA
- .fund raising
- .special events

-Legislation

- .lobbying
- .analysis (existing & proposed legislation)
- .coord support from other groups with related interests
- .research
- .drafting
- .coordination support efforts of rest of Union re particular legislative goals

-Political

- .political endorsements
- .campaigns
- .Prop 14
- .community involvement
- .research on politicians
- .conventions
- .response to appeals
- .voter registration

-Educational

- .worker education
- .educational materials
- workers/-staff/-politicians
- press
- .staff
- .newsletter development
- .community organizations
- assembly district/precinct organization

A BASIC GOAL OF UFW:

- .improve working conditions for farm workers (on-the-job)

SUPPORTING GOALS OF CPD:

- .effect/secure/refine collective bargaining laws for F/W that are just and that function

SUPPORTING SAM OBJECTIVES OF CPD:

- .on November 2, 1976, pass Prop 14 in California (SCPC/CPD Civic Action Div.)
- .By 30 June, 1977 effect actions to assure adequate funding for California AIRB for fiscal year 1978. (CPD Research and Analysis Division/Legislative Div)

SUPPORTING SAM OBJECTIVES OF CPD (re collective bargaining laws for F/W):

- .on 5 September, 1976 complete "successful" endorsing convention involving at least 50 political candidates, all of which endorse Prop 14, at least 1200 delegates participating, all of which also put bumper stickers on their cars; at least 3800 non-delegate participants, all of which also put Prop 14 bumperstickers on their cars; raise at least \$5,000 at the convention. (CPD Civic Action Division; SCPC)

SUPPORTING SAM OBJECTIVES:

- .By 4 September, 1976, CPD Research and Analysis Division complete background on all candidates to be considered by endorsing convention, 9/4/76.
- .By 1 September, 1976, CPD Administration Division complete compilation of all delegates to endorsing convention 9/5/76.
- .By 1 September, 1976, CPD Administration Division complete CPD brochures (write and have 15,000 printed) for endorsing convention.
- .By 1 September, 1976, complete alphabetized guest list/roster for endorsing convention.
- .By 25 August, 1976, CPD Master Planning complete formulating/writing endorsing policy and procedures, obtain Executive Board input and approval; determine distribution and print for distribution by _____ September, 1976.
- .By 1 January, 1977 complete record of all CPD contributions by each member (CPD Membership Division)
- .By 1 January, 1977 complete record of contributions by members by employers (CPD Membership Division)
- .By 15 September, 1976 complete CPD brochure, have them printed and one distributed to each member (CPD Membership Division/Admin. Div lead)
- .By 8 September, 1976 have all grape contract workers signed on CPD deduction cards. (CPD Membership Div.)
- .By 1 January, 1977 complete "Profile" file on each Connecticut, Arizona, California, Florida, New York state and federal level politicians elected. (CPD Research and Analysis Div. (lead)/ Legislative Division)
- .By 15 September, 1976 formulate (write) plan to deal with "Select Committee" in Florida on collective bargaining. (Master Planning/Legislative Division)
- .By 15 January, 1977 complete initial legislative plan for union. (Master Planning / Legislative Division)